



See
handout:
**OUR
STRATEGIC
PLAN**



*This includes City- and County-Inspired P3s, CRVA projects, and other initiatives.

OUR LEAD ECONOMIC DEVELOPMENT STORY - CHARLOTTE'S GOT A LOT OF WORKFORCE TALENT - IS THEN SUPPORTED BY CHARLOTTE'S OTHER MESSAGES

:



Diversified economy and high growth Industries are attracting a deep pool of qualified workers. If one job doesn't work, other options are available.



Great places and unparalleled quality of life makes it easy to live in Charlotte.



Charlotte's "Big Tent" welcoming philosophy makes people feel like they belong here - Charlotte is home.

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Our New Organizational Model

1. **WE'RE MORE THAN A DEPARTMENT:** We are more than a siloed city department within a huge bureaucracy. We are a nimble group of organizing leaders who focus the right people at the right time on driving specific economic development initiatives.
2. **WE ORGANIZE AROUND NETWORKS:** We recruit and manage inter-disciplinary networks comprised of inter-departmental city personnel and external experts. We view our supporting infrastructure as an open, flexible and responsive system.
3. **WE TAP INTO OUR NETWORK'S COLLABORATIVE CREATIVITY:** We view our network members as partners in leaning, sharing and programming. Through collaboration, we provide the most innovative policies and services that serve our customers' evolving needs.
4. **WE ARE HYPER-FOCUSED ON RESULTS:** We are hyper-focused on delivering results – meeting four goals – creating great places, helping start-ups and small businesses, retaining and supporting existing businesses, and closing new businesses.



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SMART GOALS

Specific, Measurable, Achievable, Relevant, and Time-bound

Specific: Related to a specific action and responsible party

Measurable: Includes a direct impact that can be measured

Achievable: Is realistic given resources and time period

Relevant: Related to driving the overall business

Time-bound: Will be achieved by a specific date

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SMART Goals for the 4 Broad Strategic Goals

(The new matrix teams will determine their respective specific numerical goal for each SMART Goal)

4 Strategic Goals & Focus Area

SMART Goals For Each Area

1. Create Great Places That Attract Great Talent



By year-end 2019, set X major real estate development projects on a definitive pathway with partners and community support.

By year-end 2019, help X neighborhoods get organized to grow their micro-economies. By 2020 year end, create XXX new business.

2. Support Startups and Small Businesses



By year-end 2020, increase the number of startups (new business licenses issued) by XX% and reduce business failures by XX%. (Staff is currently assessing past annual performance on this measure).

By year-end 2020, increase MWSBE participation in city contracts by XX% from XX% to XX% of total contracts. (Staff is currently assessing past annual performance on this measure).

3. Retain And Grow Existing Businesses



By 2020 year-end, be recognized by customers as the easiest place to do business (among per set of public entities and large private entities).

By year-end 2019, identify key issues facing Charlotte's businesses and definitively address one issue.

4. Close New Prospects and Grow Targeted Categories



In 2019, increase the city's new business wins by XX% over 2018 performance (Jan.-June 2018 run rate – Pre-Tracy Dodson) (Staff is currently assessing past annual performance on this measure).

In 2019, organized two targeted industry strategic plans. By 2020 year end, expand XXX existing and grow XXX new businesses in each category. (Staff is identifying realistic goals).

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MATRIX TEAMS

Internal city staff and key external experts and stakeholders

| STRATEGIC GOAL & FOCUS AREA | SMART GOAL FOR EACH FOCUS AREA | MATRIX PLANNING & IMPLEMENTATION TEAM |
|---|--|---|
| <p>Create Great Places That Attract Great Talent</p> <p>Strategic Leader: TBD</p> | <p>A. Plan and Deliver Major Development Projects and Placemaking Initiatives</p> <p>By year-end 2019, set X major real estate development projects on a definitive pathway with partners and community support.</p> | <p>Dept. Lead: TBD Team Members: Key city ED Dept. staff, Planning Dept., Transportation Dept., Water Dept., and others.</p> |
| | <p>B. Support Neighborhood Development to Fuel Micro Economies</p> <p>By year-end 2019, help X neighborhoods get organized to grow their micro-economies. By 2020 year end, create XX new business / xxx jobs</p> | <p>Dept. Lead: TBD Team Members: Key city ED Dept. staff, Neighborhood Dev. Dept., Water Dept., Communications Dept. and other city services.</p> |
| <p>Support Startups and Small Businesses</p> <p>Strategic Leader: TBD</p> | <p>A. Support Entrepreneurs and Startups</p> <p>By year-end 2020, increase the number of startups (new business licenses issued) by XX% and reduce business failures by XX%. (</p> | <p>Dept. Lead: TBD Team Members: Key city ED Dept. staff, City Planning Dept., Communications Dept., Mecklenburg County, Charlotte chapter of Entrepreneurs' Organization and other external representatives.</p> |
| | <p>B. Support Small Businesses and MWSBE Firms</p> <p>By year-end 2020, increase MWSBE participation in city contracts by X% from X% to X% of total contracts. (Staff is currently assessing past annual performance on this measure).</p> | <p>Dept. Lead: TBD Team Members: Key city ED Dept. staff, Communications Dept., Nancy Rosado - Business INclusion.</p> |
| <p>Retain And Grow Existing Businesses</p> <p>Strategic Leader: TBD</p> | <p>A. Make It Easy to Do Business</p> <p>By 2020 year-end, be recognized by customers as the easiest place to do business (among per set of public entities and large private entities).</p> | <p>Dept. Lead: TBD Team Members: Key city ED Dept. staff, Planning Dept., Water Dept., Communications Dept. and NewCo.</p> |
| | <p>B. Help Businesses Innovate and Grow</p> <p>By year-end 2019, identify key issues facing Charlotte's businesses and definitively address one issue.</p> | <p>Dept. Lead: TBD Team Members: Key city ED Dept. staff, Peter Zeiler - Mecklenburg - and NewCo staff.</p> |
| <p>Close New Prospects and Grow Targeted Categories</p> <p>Strategic Leader: Tracy Dodson</p> | <p>A. Manage and Close New Business Leads (NEWCO)</p> <p>In 2019, increase the city's new business wins by XX% over 2018 performance (Jan-June 2018 run rate - Pre Tracy Dodson)</p> | <p>Dept. Lead: Tracy Dodson Team Members: Key city ED Dept. staff, Peter Zeiler - Mecklenburg - and NewCo staff.</p> |
| | <p>B. Grow Targeted Industry Clusters</p> <p>In 2019, organized two targeted industry strategic plans. By 2020 year end, expand XXX existing and grow XXX new businesses in each category.</p> | <p>Dept. Lead: TBD Team Members: Key city ED Dept. staff, Communications Dept. CLT (airport), NewCo, and leaders in each targeted industry.</p> |

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Recruit And
Empower Teams.
**NETWORK OF
MATRIX TEAMS**

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Give Each Team An Initial Play Book. **PRELIMINARY ACTION PLANS**

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IMMEDIATE NEXT STEPS FOR EACH TEAM

For all action areas, continue existing services / programs over the short term – next 3 months. During this time, craft a plan of action, launching first quarter 2019, to accomplish each strategic goal. The plans will include:

1. Thorough review of all existing programs and services.
2. Conduct realistic assessment of results to date.
3. Obtain any missing information.
4. Create a strategic action pathway to accomplish goal.
5. Delineate task force members responsibilities.
6. Establish key performance indicator(s).
7. Establish method of performance assessment and reporting (via the master dashboard).
8. Deliver plan to EDC.

The next pages outline the goals and suggested actions for each team to consider - an initial straw man playbook.

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Great Places: Plan and Deliver Major Development Projects and Placemaking Initiatives

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Plan and Deliver Major Development Projects

Input for Team's Planning & Implementation Development:

- Create "How to" guide for commercial developers on how the city will handle large scale development projects. This includes how development RFP and P3s will be deployed. Directly involve the commercial real estate development industry in the creation of this guide.
- Work closely with the city's Planning Department on the "Comp Plan" planning. Use the city's new Comp Plan as the grand strategy design map for Charlotte's re-development future. Ensure that the commercial development industry follows and participates in the Comp Plan process and understands that they will be partners in making this plan a reality.



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Great Places: Support Neighborhood Development to Fuel Micro Economies

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Support Neighborhood Development to Fuel Micro-Economies

Input for Team's Planning & Implementation Development:

- Use the City of Charlotte's Affordable Housing funding infusion to inspire and reinvigorate neighborhood development in a way that fosters a mixed income residential base and builds micro economies (circular economics).
- Create a Mayor-city manager charge to broaden the approach on how to deploy the new investment in affordable housing to include family and neighborhood transformation with support for job training/placement, business startups, etc. implemented on the local neighborhood level.
- Create an interagency and inter-departmental highly-integrated approach in planning.
- Consider the following programming components when planning:
 - Identify and work with trusted neighborhood residents / champions.
 - Conduct local "business cafe" where start-up "business formation resources" and "know-how" are delivered in the neighborhood.
 - Help neighborhoods formulate greater a local identity (and pride).
 - Share the final plan with the parties raising private money for affordable housing.
- Make this approach a national model of how the Charlotte community brings a more thoughtful (brainpower/talent-based) approach to challenges.

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New Startups: Support Startups and Small Businesses

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Support Startups and Small Businesses

Input for Team's Planning & Implementation Development:

- Create a combined Charlotte-Mecklenburg program supporting startups and small businesses.
- Make this customer-centric. Include the voice of entrepreneurs and small business owners in the planning and implementing the approach.
- Ensure the branding of the final approach advances both Charlotte and Mecklenburg to reinforce this partnership.



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New Startups: Support MWSBE Firms

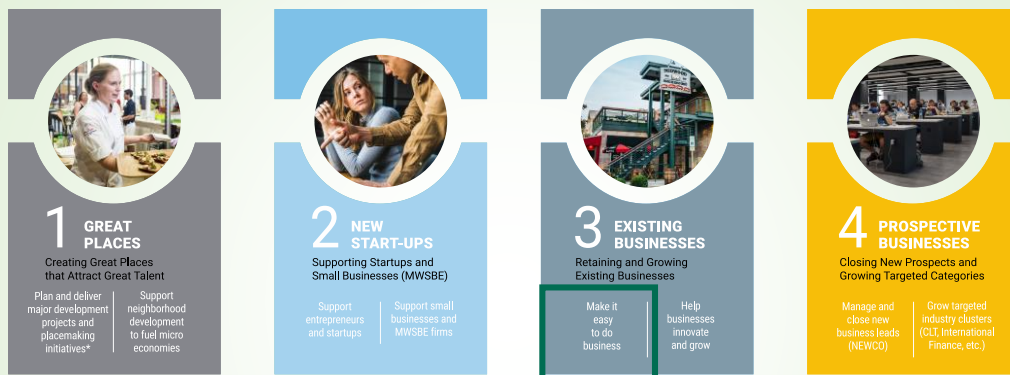
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Support MWSBE Firms – Capacity Building

Input for Team's Planning & Implementation Development:

- Understand opportunities and constraints with growing the number of participating companies – next 6-12 months.
- Formulate a strategic pathway to increase the effectiveness of the MWSBE program and build capacity.
- Give consideration to the following:
 - Outreach to certified business not awarded work
 - MWSBE capacity-building – cultivating company opportunities
 - Comprehensive vendor training
 - Company to company mentoring

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Existing Businesses: Make It Easy To Do Business

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Make It Easy To Do Business

Input for Team's Planning & Implementation Development:

- Establish measurable goals for year one and two for the One-Stop Shop.
- Formulate and fund an aggressive marketing program to support this effort.
- Ensure the packaging and branding of this service gives appropriate credit to the City of Charlotte's economic development efforts.
- Create a post-visit survey to assess the impact of this service. This can be an automatic simple survey that asks for ratings and input on how helpful this new service is. Tie this tracking into the Dashboard initiative.
- Also, through the annual business retention survey, identify additional ways to make doing business with the city of Charlotte easier.

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Existing Businesses: Help Businesses Innovate and Grow

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Help Businesses Innovate and Grow

Goal:

- By year-end 2019, identify key issues facing Charlotte's businesses and definitively address one issue.

Situation:

- Most economic development business retention programs focus on the largest companies by touching base with the senior management team. NewCo's purpose and advocacy work play a key role here.
- Mecklenburg County has a direct business retention program that includes company site visits.
- The challenge is that these personal "hands on" programs just touches a few (several hundred businesses out of a universe of thousands of local businesses). How can we let all businesses know we care about them, value their presence, listen to them, and serve them – and do this in SCALE?

Matrix Planning & Implementation Team:

- Dept. Lead: TBD
- Team Members: Key city ED Dept. staff, Peter Zeiler –Mecklenburg - and NewCo staff.

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Help Businesses Innovate and Grow (Continued)

Input for Team's Planning & Implementation Development:

- Work with NewCo and Mecklenburg County to formulate a more unified and productive. Look for ways to systematically reach and serve thousands of businesses. Several examples to discuss with this team:
 - Business Councils: Establish business councils for ongoing feedback
 - Annual Voice of Business Survey: Conduct and share a scientific survey among business to capture the voice of business, the City's business climate, areas for improvement, etc.
 - Business Insights: All businesses share a common set of growing business challenges: attracting, motivating and retaining a winning workforce, cyber security risks, and sustainability practices. Working with key partners (and perhaps councils), understand and prioritize these challenges. Work with partners, city departments, and the city's marketing communications team to identify experts who can share helpful insights and profile best practices through e-newsletters, city-sponsored events, and guest presentations at local industry events.
 - Business Opportunities: Directly link and support companies through the City's innovative sustainability efforts. Bring appropriate businesses into sustainability grant opportunities.
- Showcase any and all of these business retention efforts.

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**Prospective Businesses:
Manage and Close New Business Leads**

The New Structure Being Planned*

1. Establish a single organization with one CEO.
2. Focused on three primary areas: Business recruitment, Branding & Promotion and Public Policy.
3. City and Mecklenburg County will have more active project management responsibilities (managing and closing leads generated by NEWCO).

**More details coming soon*

Manage and Close New Business Leads (NEWCO)

Input for Team's Planning & Implementation Development:

- Seamlessly transition new business project management from NEWCO to the City of Charlotte.
- Create a broad MOU with key partners (Regional Partnership, NewCo, Mecklenburg County).
- Building on the MOU, create an operations plan and 90-day transition plan - project management staff, systems, protocols, marketing materials, and data support system.
- Incorporate this operations plan and 90-120-150 day transition plan into this Strategic Plan.



Prospective Businesses: Grow Targeted Industry Clusters

(CLT, International, finance, etc.)

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Targeted Industries

Identify core set of target industries and create a strategic, unified approach

Chamber's Target Industries

Financial Services and FinTech
Transportation & Logistics
Health Care
Advanced Manufacturing
Analytics and Technology
Aviation and Aerospace
Call Centers

Regional Partnership's Targeted Industries

Financial Services
Logistics and Distribution
Health Care
Advanced Manufacturing
Analytics and Technology
Information Technology

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Grow Targeted Industries

Goal:

- In 2019, organized two targeted industry strategic plans. By 2020 year end, expand XXX existing and grow XXX new businesses in each category. (Staff is identifying realistic goals).

Situation:

- There numerous voices and suggestions of targeted industries.
- We need to arrive at the City of Charlotte's definitive targeted industries "hot list" and plan accordingly.
- To do so, we need to answer these questions: What are our assets and advantages? Where to have a right to win? What are the categories that are growing now? Where are the jobs of the future?



Matrix Planning & Implementation Team:

- Dept. Lead: TBD
- Team Members: Key city ED Dept. staff , Communications Dept. CLT (airport), NewCo, leaders in each targeted industry, and other regional partners.

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Grow Targeted Industries

Input for Team's Planning & Implementation Development:

- Inventory targeted industry lists - all lists to date.
- Host an economic development forum with local experts.
- Provide available information (current lists, trends, emerging growth industries, etc.) and ask for expert opinions.
- Arrive at definitive targeted industry list.
- Create target strategic plans for each category – see next page as example (Logistics).
- Orchestrate the above approach as part of building new partnerships with NEWCO, City Center Partners, region, etc.

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Example Target Industry - Logistics

Goal:

- Cultivate and grow a key targeted industry – supply chain logistics and transportation.

Situation:

- There are more than 100 distribution centers in the Charlotte region.
- Charlotte Douglas International Airport (CLT) is the sixth-busiest airport in the world for total movement
- 75 percent of industrial parks are within five miles of an interstate.
- There are two inland intermodal terminals operated by N.C. State Ports Authority.
- 66,000 people in the Charlotte region work in the transportation and logistics industry.
- Simply put – logistics and transportation are among the fastest growing “talent-driven categories” in the regional economy. *Can it grow even faster with more intentional support?*

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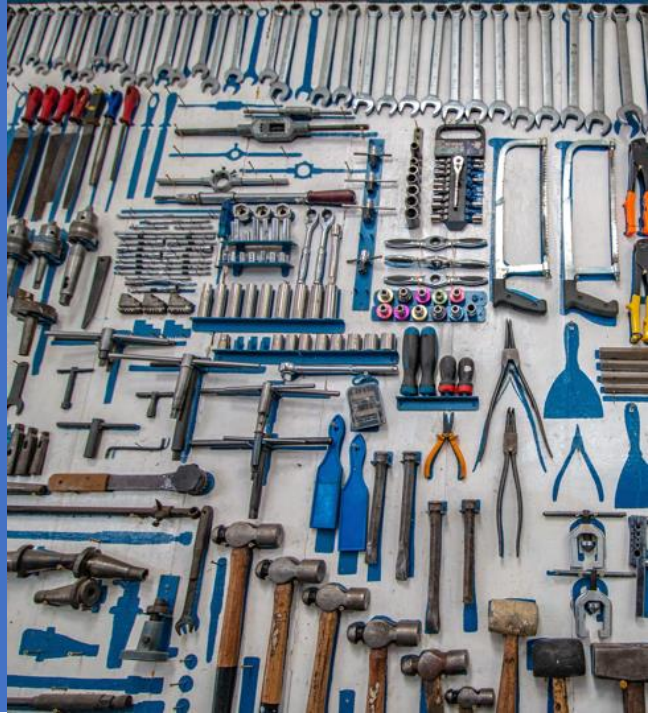
Example Target Industry - Logistics

Approach:

- Economic Development Department creates a task force comprised of logistics category CEOs, City’s infrastructure departments (including the airport) and education partners.
- Task force creates a category development strategic plan.
- Keep the Task Force in place for implementation.
- Replicate this model across other targeted industries, including International Business & Protocol Program.

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The Foundation. CONSISTENT SUPPORT TO ALL INITIATIVES



OUR NEW APPROACH



City of Charlotte's
Economic Development
Program Overview

OUR PURPOSE: Help Charlotte's businesses and residents thrive.
OUR MISSION: Build Great Places. Grow and Attract Talent. Create Jobs. Advance Charlotte.
OUR POSITIONING: Charlotte's got a lot of workforce talent.



1 GREAT PLACES

Creating Great Places that Attract Great Talent

Plan and deliver major development projects and placemaking initiatives* | Support neighborhood development to fuel micro economies



2 NEW START-UPS

Supporting Startups and Small Businesses (MWSBE)

Support entrepreneurs and startups | Support small businesses and MWSBE firms



3 EXISTING BUSINESSES

Retaining and Growing Existing Businesses

Make it easy to do business | Help businesses innovate and grow



4 PROSPECTIVE BUSINESSES

Closing New Prospects and Growing Targeted Categories

Manage and close new business leads (NEWCO) | Grow targeted industry clusters (GLI, International Finance, etc.)

Inspire & inform the focus areas

Market Intelligence Program

Support the stakeholders we serve

Stakeholder Relations Program

Develop & train 21st century talent

Workforce Training & Development Program

Advance our story of our talent-driven economy

Marketing Communications Program

Be transparent and accountable in driving measurable results

Key Performance Indicators Program



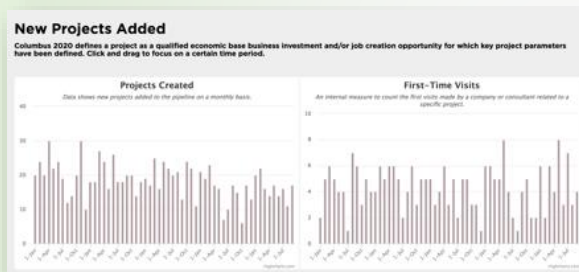
*This includes City- and County-inspired P3s, ORVA projects, and other initiatives.

Track, Assess and Report Success. PERFORMANCE DASHBOARD

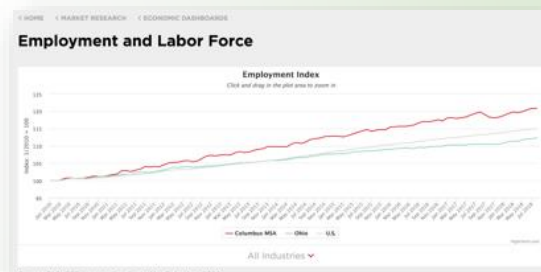


Build A Performance Dashboard (Columbus Example)

ACTIVITIES



OUTCOMES



Assess, Track and Report Progress On All Major Key Performance Indicators

By year-end 2019, set X major real estate development projects on a definitive pathway with partners and community support.

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Keep Everyone
Informed and Engaged.
**OUTREACH &
INPUT**



The **NEW** Stakeholder Collaboration Model

OLD MODEL

Closed System

**ED Department Creates
& Implements A Plan**

**Key Stakeholders are
Kept Informed (AT Best)**

**Future Innovations & Services
Come From The ED Dept.**



NEW MODEL

Open System

**ED Ecosystem Creates &
Implements A Plan**

**Key Stakeholders Are
Active Participants**

**Future Innovations
& Services Come From the
Stakeholder Community**

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Establish The Queen City Bigrade

- Create a base of active business apostles who can help:
 - Advance the city of Charlotte's key economic development messaging.
 - Identify business opportunities and threats that should be addressed.
 - Meet with active prospects, when needed, to help close the business.
 - Provide ongoing input to make our economic development efforts stronger. For example, help us make the strongest case possible for "Charlotte's got a lot a talent."

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Reach Out To Groups As New Partners

Present a version of this document to various groups. Goals:

1. Get everyone's support
2. Fuel word of mouth buzz
3. Get sign-ups for newsletter and blogs
4. Recruit for the Queen City Bigrade

- EDC
- NEWCO
- CRVA
- Charlotte City Center Partners
- University City Partners
- NAIOP
- International Cabinet
- CPCC
- UNCC
- Goodwill Industries
- CharlotteWorks
- World Affairs Council

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Conduct Annual State of Business Survey

- Conduct annual online survey among businesses to advance business retention and growth efforts.
- Assess:
 - Overall ratings of the city of Charlotte as a business location
 - Performance ratings of the city as a business location across key area attribute measures
 - Familiarity and ratings of the city's overall ED program
 - Ratings of keys aspects of the ED program
 - Overall ratings of the city of Charlotte as a business partner.
 - Key business concerns that should be addressed
- Share results as 'The State of ED Business Report
- Post relevant findings on the new performance dashboard.

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Needed Resources. RESULTS-ORIENTED BUDGET



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Align Enhanced Budget Investment To Plan's Goals & Strategy

Create a new program
to better support **start ups**
and micro- or circular-
economies on the
neighborhood level

Increase staff and
resources to support
new project
management-related
responsibilities

Increase staff
to support **target**
Industry
development

Increase staff to
run **key support**
programs

Increase support for **small.**
business resources

Increase **support existing**
businesses - survey and support



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Align Enhanced Budget Investment To Plan's Goals & Strategy



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Econ. Dev. Dept. FY 2019/2021 Needs

- Staff Personnel
- Operating Expenses
- Grants
 - BIG (Business Investment Grant)
 - TIG (Tax Increment Grant)
- Programs
- Research
- Communications



* Funded for anticipated FY 2019 budget impact based on BIG and TIG agreements already in place

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City Council Economic Development Committee

- Continue feedback on strategic plan – 3 months
- Assess Policy: 6-9 months
 - Existing policy alignment with purpose and mission
 - Examine new policy needs to ensure results
- Help feed the communication and outreach – Ongoing
- Review results and strategy approach – 12 to 18 to 24 months

